FIRO

Fundamental Interpersonal Relations Orientation

ntroduction to Will Schutz' theory of Behavior

Facilitated by
Alan W. Beck

Understanding FIRO Theory

Purpose: Increase awareness of:

-- our behavior choices (what we choose to do)

-- our behavior preferences (what we want)

Understanding FIRO Theory

BACKGROUND:

WILL SCHUTZ' NAVY RESEARCH
--During Korean War—FIRO published 1958
--Research to predict interpersonal interaction
SUCCESS OF FIRO-B

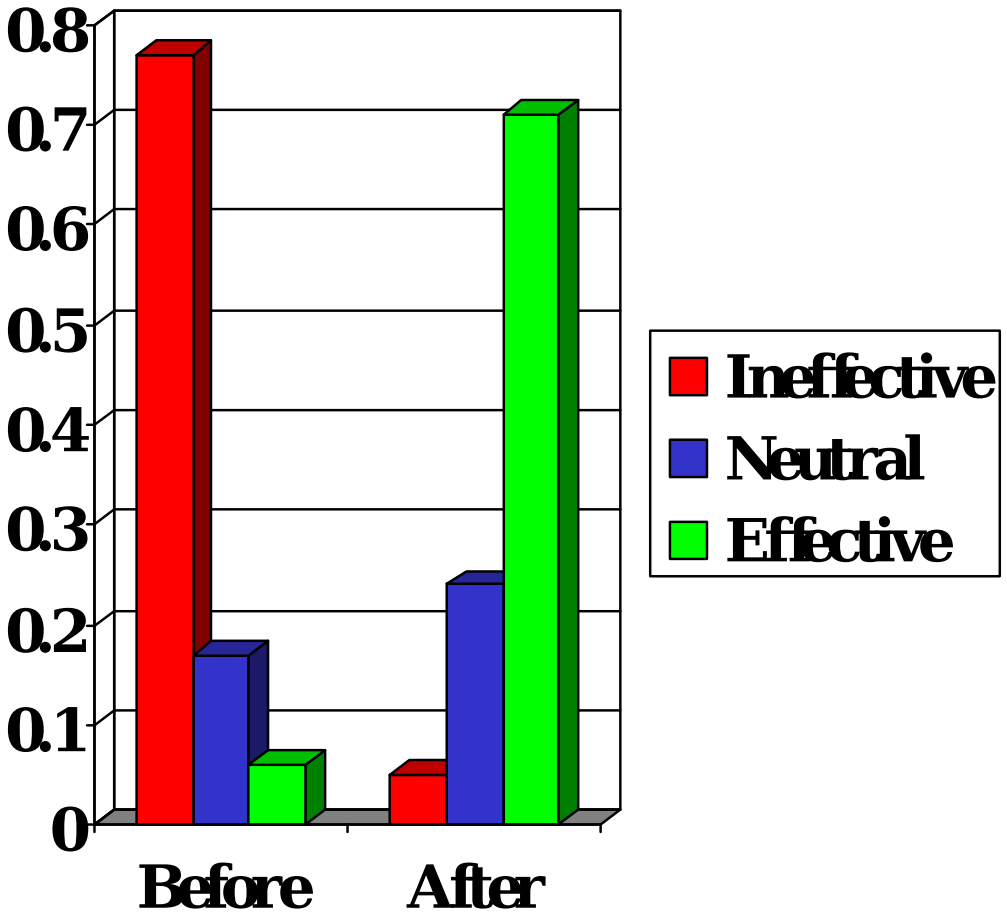
EVOLUTION OF THE HUMAN ELEMENT

BEYOND CONFLICT
RESULTS RESEARCH

- **DISPUTES REDUCED 85%** IN GROUPS TRAINED THREE YEARS EARLIER.

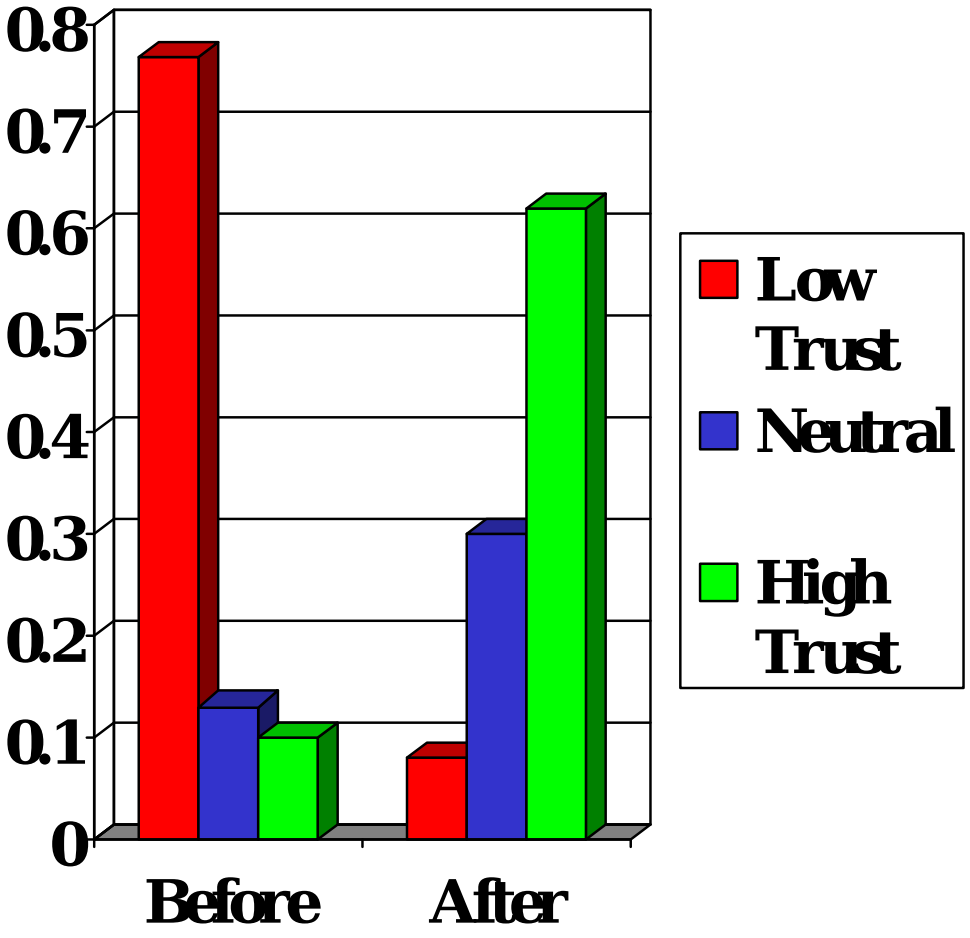
- California Public Employment Relations Board study on state union-management disputes

BEYOND CONFLICT
RESULTS RESEARCH



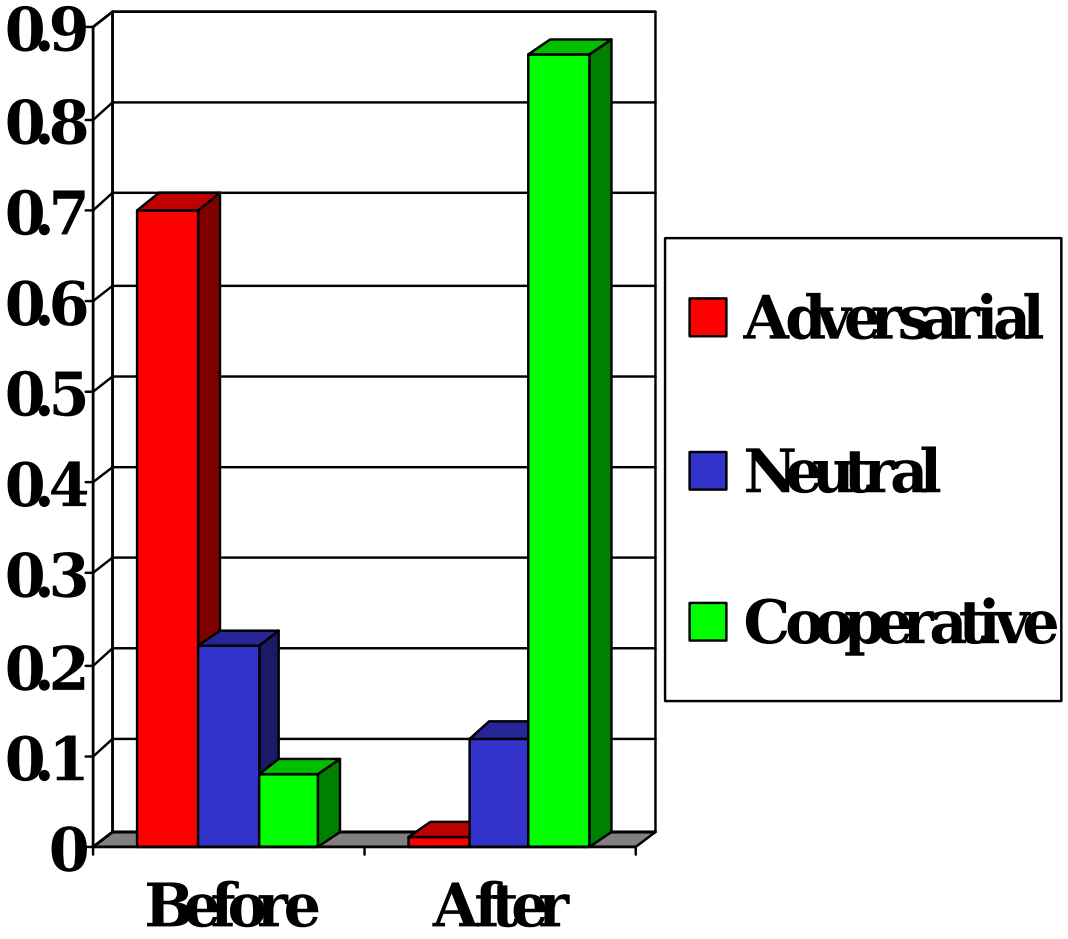
- Effective communications increased from 6% to 71%

BEYOND CONFLICT
RESULTS RESEARCH



- High trust relationsh ips increased from 10% to 62%

BEYOND CONFLICT
RESULTS RESEARCH



- Adversarial relationships reduced from 70% to 1%

Understanding FIRO Theor

Questions to consider:

How do I relate to others?

How do others relate to me?

How do I want to relate to others?

How do I want others to

Understanding FIRO Theory

Ways to increase our awareness:

- Hear and ponder theory.

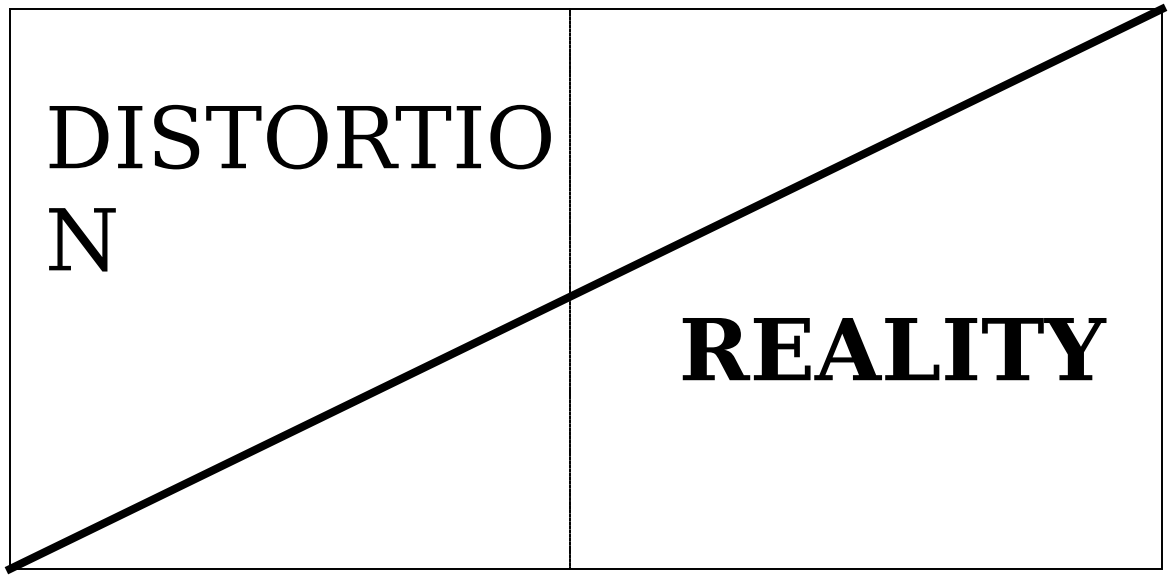
- Decide on our preferences from opposite choices.

- Guided imagery to visualize our preferences.

- General perceptions from our “best guess.”

PERCEPTUAL ACCURACY

AWARENESS



Our Perception of ourselves/others

Understanding FIRO Theor

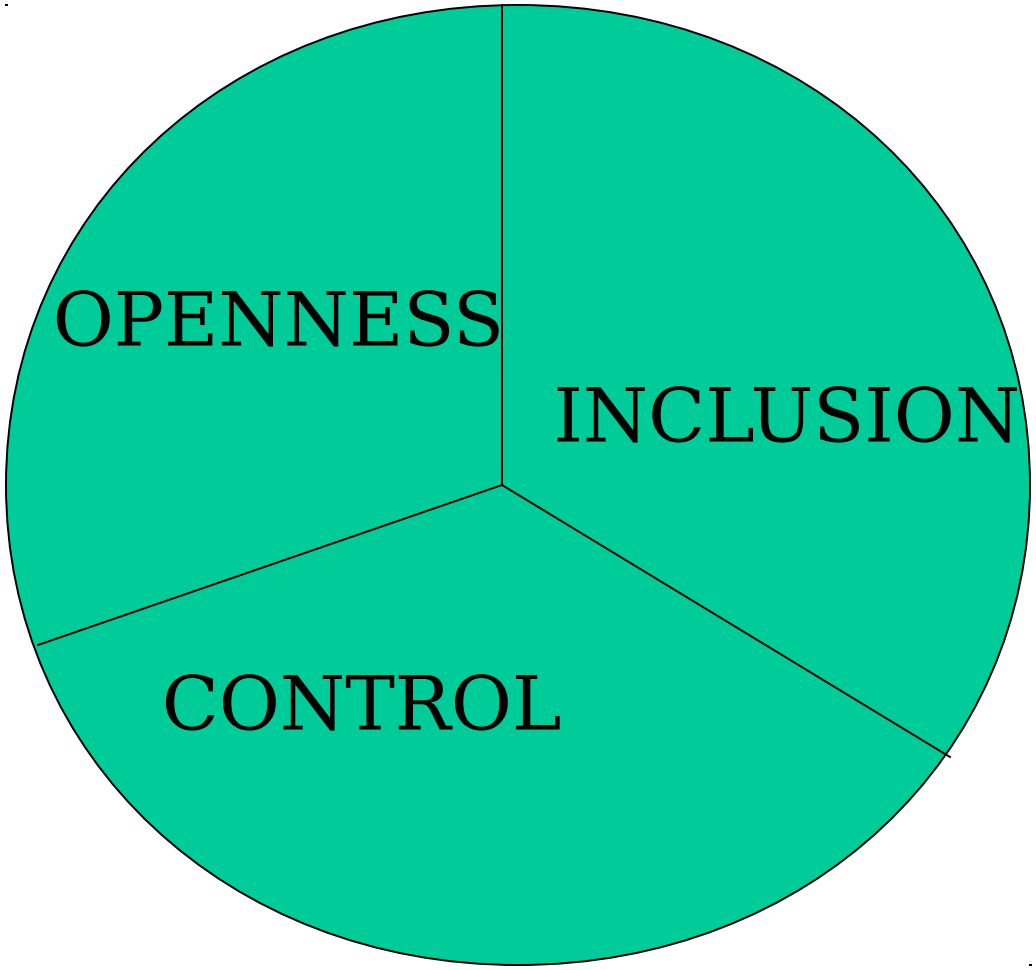
FIRO choices are not:

right or wrong
good or bad
ethical or unethical
stupid or intelligent
moral or immoral

Choices are simply how we choose to interact.

FIRO Behavior

3 DIMENSIONS

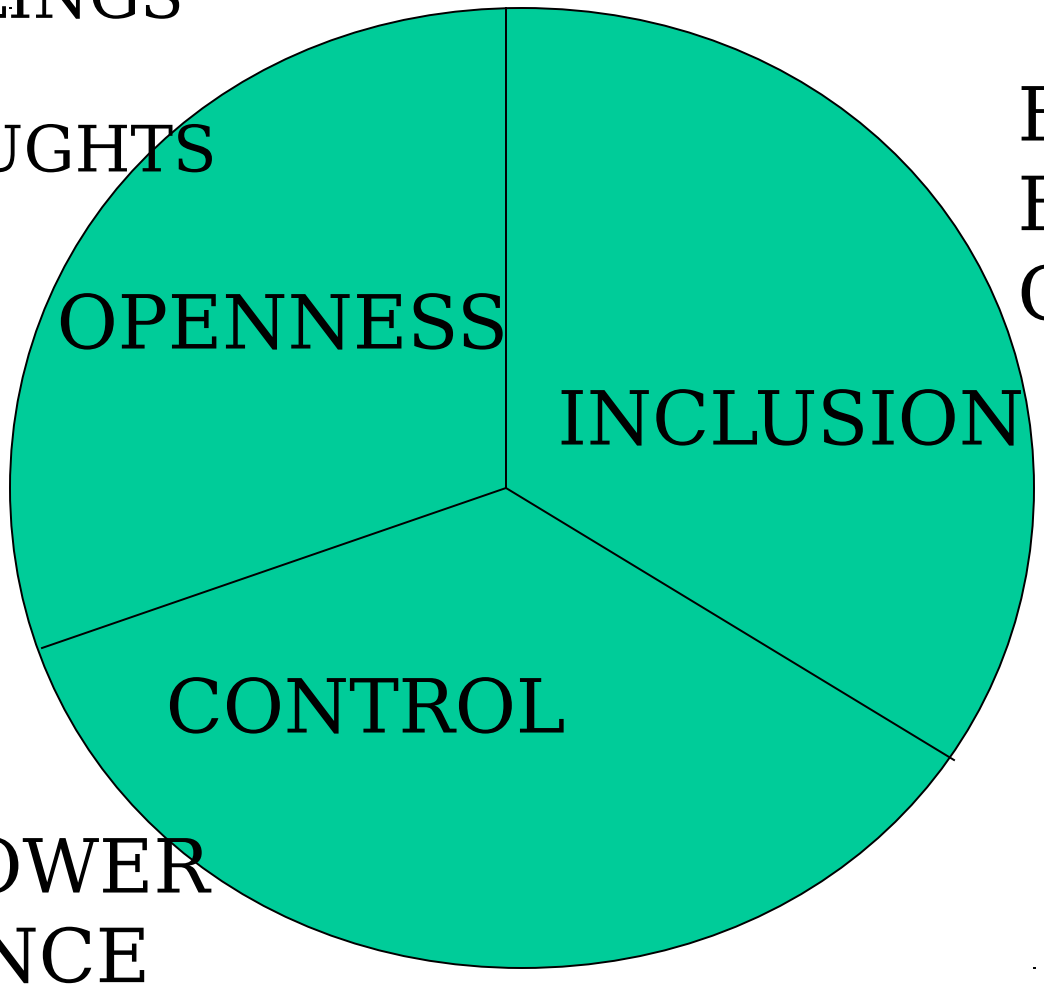


GUIDED IMAGERY

FIRO Behavior

3 DIMENSIONS

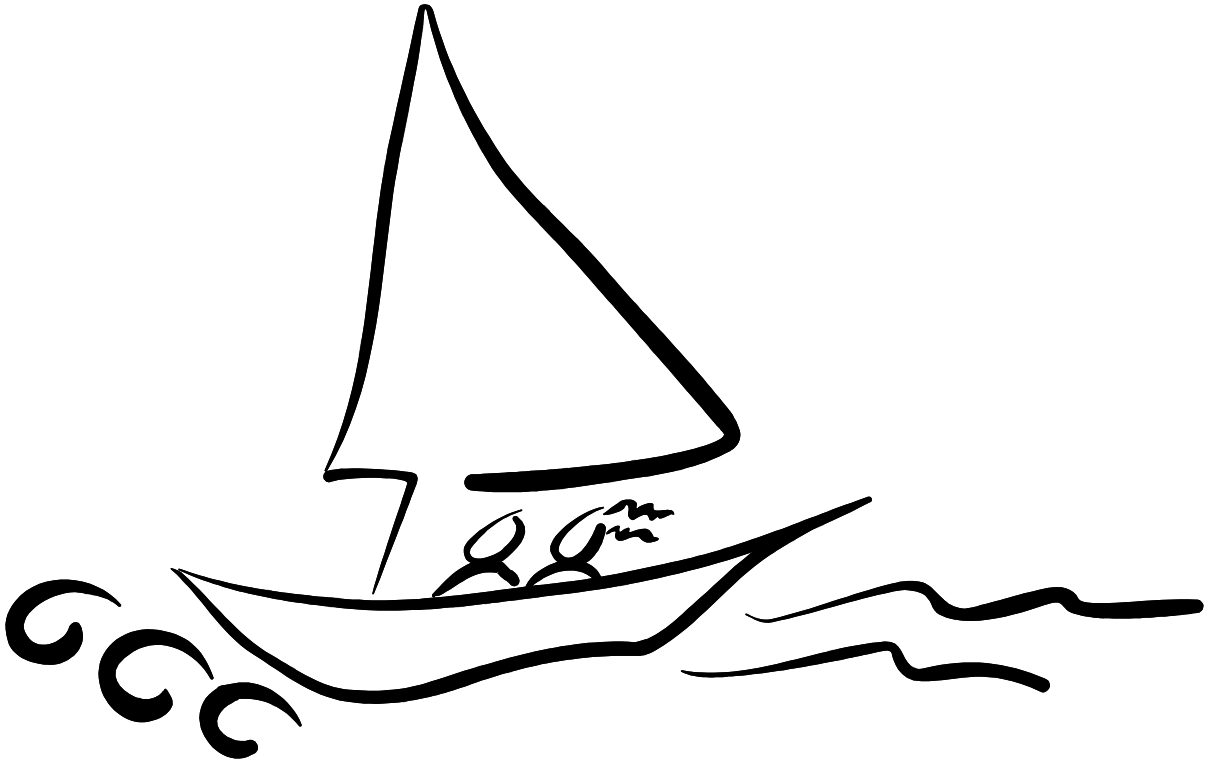
SHARE FEELINGS
SECRETS
NNER THOUGHTS



BE WITH
BELONG
GET ATTN

HAVE POWER
INFLUENCE
AUTHORITY

Let’s take a boat trip.



Understanding FIRO Theory

Our preference for Inclusion:
How strong is your preference?

0 1 2 3 4 5 6 7 8 9
Alone Together

Understanding FIRO Theory

Our preference for Control:
How strong is your preference?

0 1 2 3 4 5 6 7 8 9
Go with flow Hierarchy

Understanding FIRO Theory

Our preference for Openness:
How strong is your preference?

0 1 2 3 4 5 6 7 8 9
Businesslike Personal

BEHAVIORAL CHOICES

PREFERENCES ON ATMOSPHERE

	LOW	HIGH
NCLUSION:	ALONE	TOGETHER
CONTROL:	FLOW	HIERARCHY
OPENNESS:	BUSINESSLIKE	OPEN

Will Schutz’ Human Element Theory

Let’s decide how to proceed with the rest of this workshop.

Let’s decide how to proceed with the rest of this workshop.

How should we spend the rest of our time today?

INCLUSION PREFERENCES

LOW HIGH

BEING OUT
INTROVERTED
ALONE
RESERVED
PRIVATE

BEING IN
EXTRAVERTED
TOGETHER
PARTICIPATIVE
INCLUSIVE

INCLUSION ISSUES/CONCERNS

INTERACTION	TOGETHERNESS	ACCEPTED
PARTICIPATION	PROMINENCE	DETACHED
INVOLVED	OUTSIDER	ASSOCIATE
JOIN	ALONE	EXCLUDED

CONTROL PREFERENCES

LOW HIGH

BEING ON BOTTOM

Accomodating
Accepting
Adaptable
Unstructured
Easygoing

BEING ON TOP

Decision making
Influential
Questioning
Critical
Directing

CONTROL ISSUES/CONCERNS

POWER	DOMINANCE	HARMONY
AUTHORITY	OBEDIENCE	FOLLOWER
INFLUENCE	CHAIN OF CMD	FLEXIBLE
LEADER	CONFORMANCE	SUBMISSIVE

OPENNESS PREFERENCES

LOW HIGH

BEING CLOSED

PRIVATE
PERSONAL
BUSINESSLIKE
SECRETIVE

BEING OPEN

PERSONAL
EXPRESSIVE
FRIENDLY
EMBRACING

OPENNESS ISSUES/CONCERNS

DISTANT
ELUSIVE
UNEMOTIONAL

AFFIRMING
CLOSENESS
FAMILY

FRIENDSHIP
LOVE/LIKE
FEELINGS

How FIRO preference may affect management decisions or recommendations for policy.

How FIRO preference may affect management decisions or recommendations for policy.

Assume two managers are to recommend policy to you. You know their FIRO preferences are:

	Inclusion	Control	Openness
Lee	9	1	6
Jan	2	9	2

TEAM COMPATABILITY

FIRO ELEMENT B MEASURES WHAT WE DO AND WHAT WE WANT TO GET FROM OTHERS

I INCLUDE YOU----------YOU WANT TO BE INCLUDED

I CONTROL YOU-----YOU WANT TO BE CONTROLLED

I AM OPEN WITH YOU----YOU WANT ME TO BE OPEN

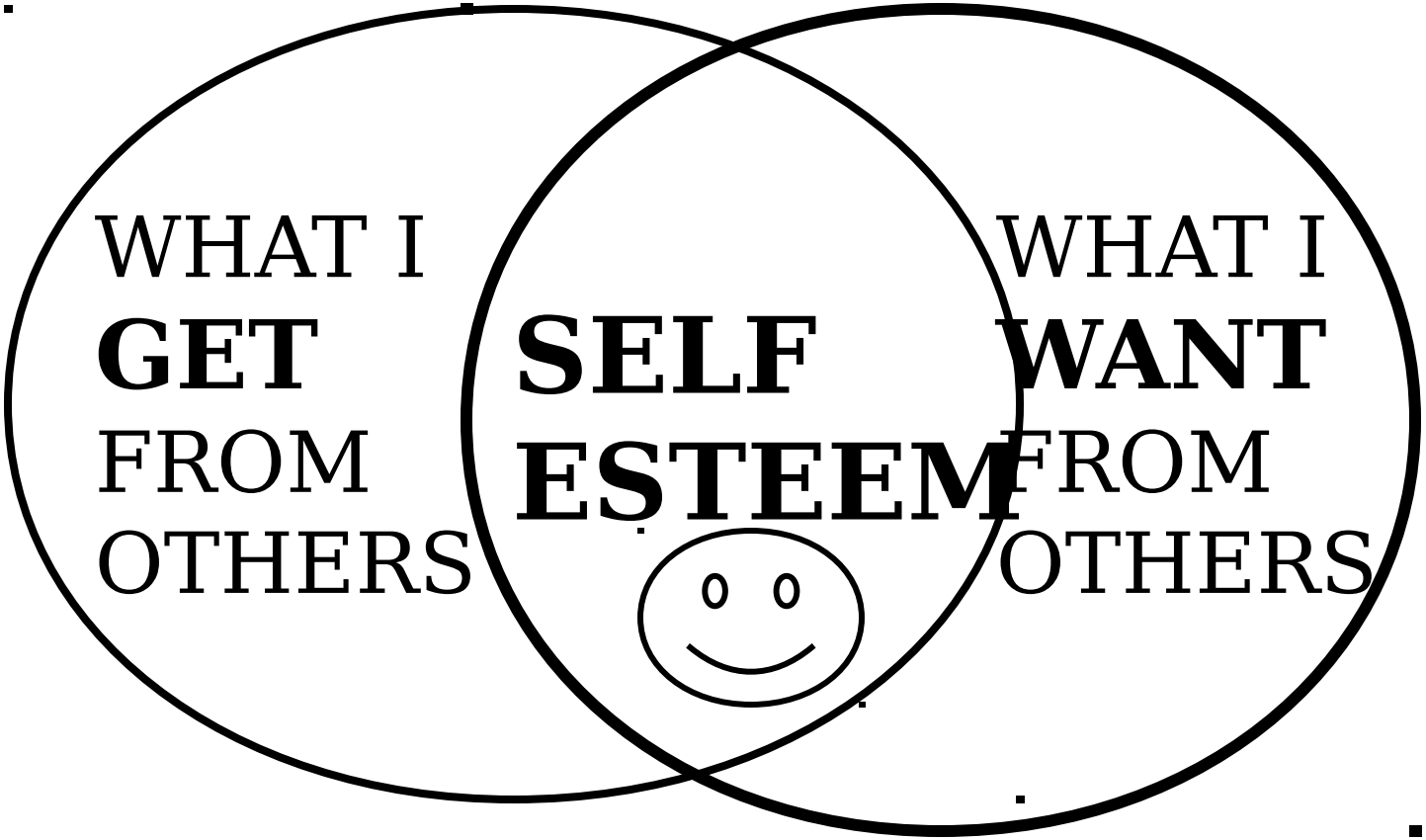
SELF-ESTEEM

FIRO ELEMENT B MEASURES
WHAT WE SEE OURSELVES
AS **DOING** OR **GETTING** AND
WHAT WE **WANT** TO **DO** OR **GET**

THE “DO-GET” DIFFERENCE MAY
REFLECT OUR SATISFACTION

SELF ESTEEM

HOW SATISFIED AM I WITH ME?



IT MAY BE STRESSFUL TO WORK AGAINST YOUR PREFERENCES

I WANT TO WORK ALONE, BUT I AM WORKING IN A TEAM.

I WANT TO CONTROL YOU, BUT I AM NOT CONTROLLING YOU

I DON’T WANT TO SHARE MY SECRETS WITH YOU, BUT I AM CHOOSING TO SHARE THEM.

12 FIRO MEASURES

DO----------WANT TO DO

GET----------WANT TO GET

4 INCLUSION SCORES

4 CONTROL SCORES

4 OPENNESS

FIRO ELEMENT B

4 INCLUSION MEASURES

LOW HIGH

1 2 3 4 5 6 7 8 9

I INCLUDE PEOPLE
I WANT TO INCLUDE PEOPLE

PEOPLE INCLUDE ME
I WANT PEOPLE TO INCLUDE ME

FIRO ELEMENT B

4 CONTROL MEASURES

LOW HIGH

1 2 3 4 5 6 7 8 9

I CONTROL PEOPLE
I WANT TO CONTROL PEOPLE

PEOPLE CONTROL ME
I WANT PEOPLE TO CONTROL ME

FIRO ELEMENT B

4 OPENNESS MEASURES

LOW HIGH

1 2 3 4 5 6 7 8 9

I AM OPEN WITH PEOPLE
I WANT TO BE OPEN WITH PEOPLE

PEOPLE ARE OPEN WITH ME
I WANT PEOPLE TO BE OPEN WITH ME

USING YOUR FIRO SCORES

LOOK FOR DIFFERENCES > 2
(IT SHOWS WHERE YOU ARE
NOT GETTING WHAT YOU WANT)

CONSIDER YOUR RIGIDITY IN BEHAVIOR VERSUS YOUR FLEXIBILITY TO CHOOSE TO ACT DIFFERENT FROM YOUR FIRO SCORE PREFERENCE.

RIGIDITY IN BEHAVIORAL CHOICE

LEXIBLE BEHAVIOR IS DESIRABLE GOAL

VE SHOULD CHOOSE BEHAVIOR
PPROPRIATE TO THE CIRCUMSTANCES.

F WE ARE RIGID AND ENTRENCHED IN OU
EHAVIOR, WE MAY EXHIBIT BEHAVIOR
WHICH APPEARS NEGATIVE TO OTHERS
ND THUS IMPAIR OUR EFFECTIVENESS.

RIGIDITY OTHERS SEE IF WE ARE RIGID ON INCLUSION:

LOW	MIDDLE	HIGH
ODIDING	HALF-HEARTED	ACTING
ITTING	IN-OUT BEHAVIOR	OVER INVOL
THHOLDING	LUKE WARM	TAKING CRED
AVING	COMMITMENT	BUSY BODY
T AVAIL.	OVER NEUTRAL	“NOTICE ME

RIGIDITY OTHERS SEE IF WE ARE RIGID ON CONTROL:

LOW	MIDDLE	HIGH
PASSIVITY	GIVES IN	THREATENING
COMPLACENCY	PLAYS MARTYR	ONLY MY WAY
NON-ASSERTION	OVERLY NICE	SHAMING
NOT TRYING	BLAMING	HOSTILE
AVOIDING	NAME CALLING	ATACKING
RESPONSIBILIY	RIDICULES	
DOMINEERING		
	NEGATIVE ARGUING	

RIGIDITY OTHERS SEE IF WE ARE
RIGID ON OPENNESS:

LOW	MIDDLE	HIGH
THHOLDING	LACKING PASSION	SUPERFICIAL
ENT	PLEASANT	FRIENDLY
S NOTHING	NEUTRAL	PREMAT
CRETIVE	UNPREDICTABLE	OVERPROCESS
N’T ASK	HOT OR COLD	TELLS TOO MUCH

SO WHAT?

- ✓ TELL THE **TRUTH**.
- ✓ **CHOOSE** YOUR BEHAVIOR, UNDERSTANDING YOUR SELF AND OTHERS.
- ✓ SEEK DEEPER **AWARENESS** TO ENABLE MORE OPEN AND HONEST BEHAVIOR WITH CO-WORKERS.

Schutz Philosophy

- At the heart of all human functioning is the Self.
- Best solutions to organizational and leadership issues require self-awareness as an essential first step.
- Deeper self-awareness leads to self-acceptance and then self-esteem.
- As individuals gain self-awareness and self-esteem, they become more open and honest with their co-workers. Schutz, 1994

The rest of Schutz' FIRO sto

ok/workshop The Human Element

her FIRO instruments, including:

RO Element F—Feelings

RO Element S---Self

RO Element J---Job

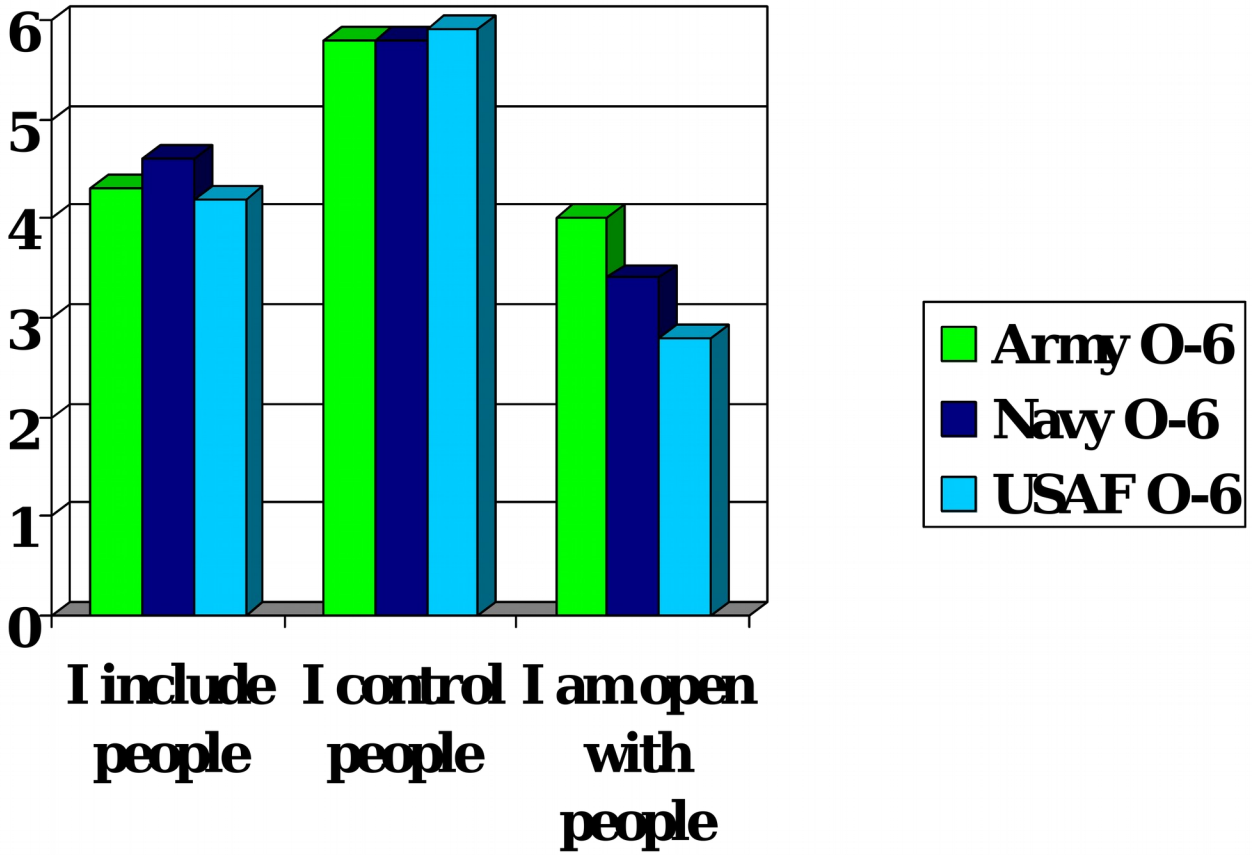
RO Element W---Work relations

RO Element O---Organizational Clim

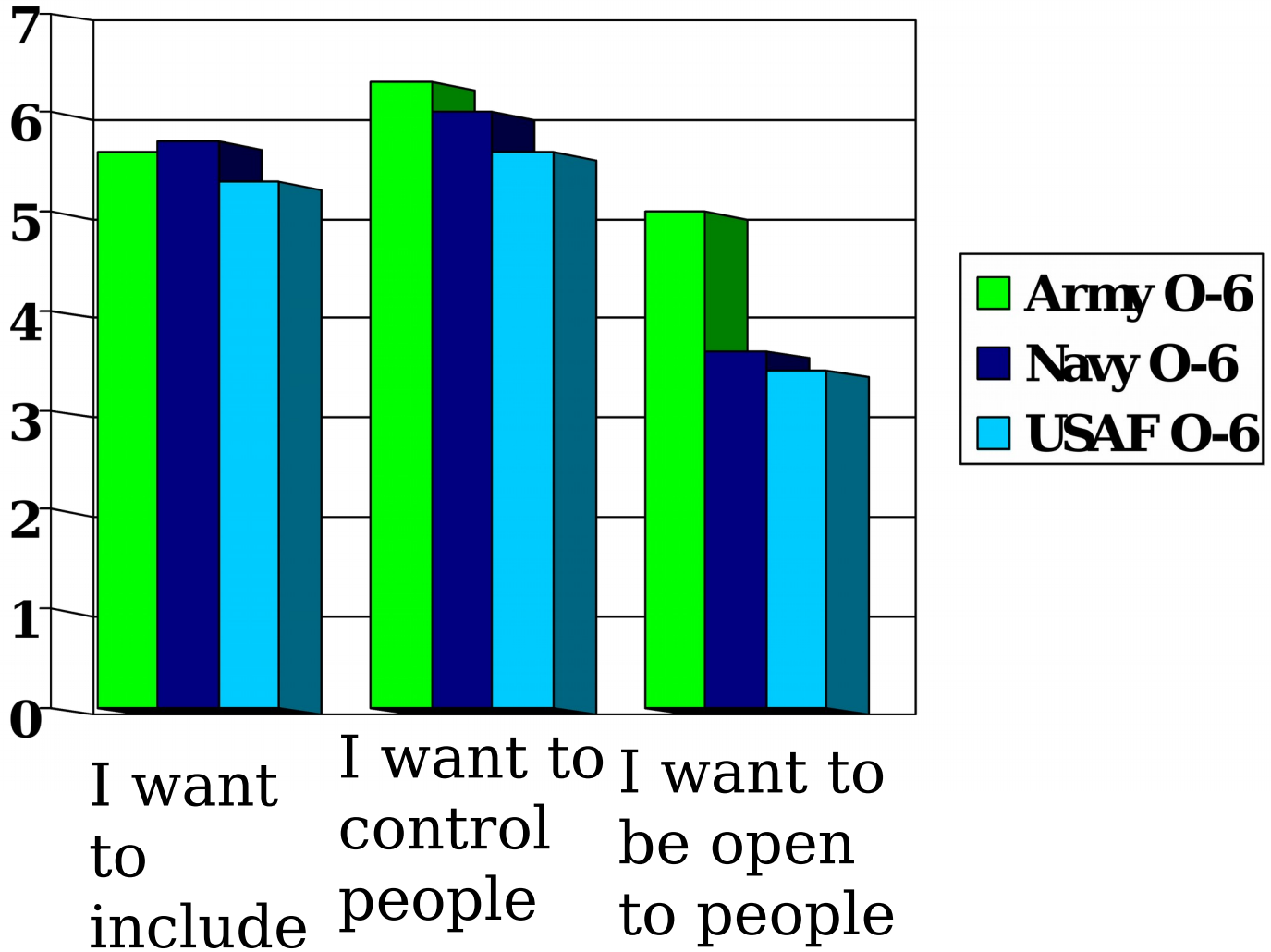
am Compatibility Index

adership survey

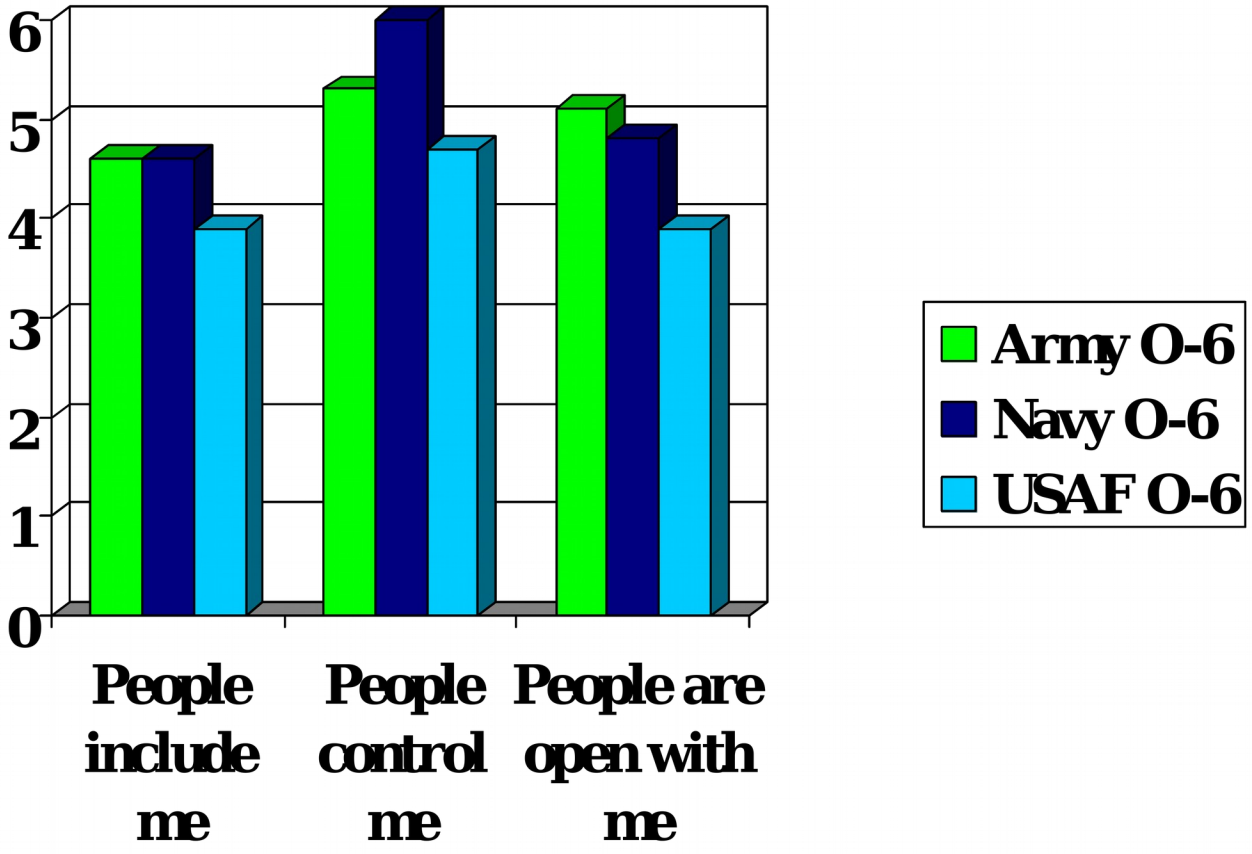
Military Service Differences
Mean FIRO Element B #11, 21, 31



Military Service Differences
Mean FIRO Element B #12, 22, 32



Military Service Differences
Mean FIRO Element B #13, 23, 33



Military Service Differences
Mean FIRO Element B #14, 24, 34